



## Government Learning Objectives for KM Certification

1. Have knowledge of the value added by Knowledge Management to the business proposition, including the return on investment, performance measures, and the ability to develop a business case.
2. Have knowledge of the strategies and processes to transfer explicit and tacit knowledge across time, space and organizational boundaries, including retrieval of critical archived information. This transfer has a spiraling nature, i.e., ideas build on ideas, and old ideas may or may not be of current value.
3. Have knowledge of state-of-the-art and evolving technology solutions that promote KM, including portals and collaborative and distributed learning technologies.
4. Have knowledge of and the ability to facilitate knowledge creation, sharing and reuse. This includes developing partnerships and alliances, designing creative knowledge spaces, and using incentive structures.
5. Have knowledge of learning styles and behaviors, strive for continuous improvement and be actively engaged in exploring new ideas and concepts.
6. Have working knowledge of state-of-the-art research and implementation strategies for knowledge management, information management, document and records management and data management. This includes project management of knowledge initiatives and retrieval of critical archived information.

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7. Have understanding of the global and economic importance of developing knowledge-based organizations to meet the challenges of the knowledge era.
8. Have the ability to use systems thinking in implementing solutions.
9. Have the ability to design, develop and sustain communities of interest and practice.
10. Have the ability to design, develop and sustain the flow of knowledge. This includes understanding the breakthrough skills needed to leverage virtual teamwork and the effective use of social networks.
11. Have the ability to perform cultural and ethnographic analyses, develop knowledge taxonomies, facilitate knowledge audits, and perform knowledge mapping and needs assessments.
12. Have the ability to capture, evaluate and use best-known practices, including the use of storytelling to transfer these best practices.
13. Have the ability to manage change and complex knowledge initiatives and projects.
14. Have the ability to identify customers and stakeholders and tie organizational goals to the needs and requirements of those customers and stakeholders.

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- The diagram is a conceptual model for decision-making, centered on a bright, multi-colored sun-like object labeled **DECISION MAKING**. Surrounding this center are three planets, each representing a core value or outcome:
- INNOVATION** (a grey, cratered planet on the left)
  - EFFICIENCIES** (a brown, cratered planet at the top)
  - EFFECTIVENESS** (a blue planet with white clouds at the bottom)
- A blue spiral path winds around these planets, connecting various concepts and processes. The concepts along the spiral include:
- ENVIRONMENTAL CHANGE** (top left, outer edge)
  - CULTURAL ANALYSIS** (left, inner edge)
  - SYSTEMS THINKING** (top, inner edge)
  - KNOWLEDGE MAPPING** (top right, inner edge)
  - KNOWLEDGE REUSE** (right, inner edge)
  - ETHNOGRAPHIC ANALYSIS** (bottom right, inner edge)
  - KNOWLEDGE SHARING** (bottom right, inner edge)
  - MARKS** (bottom right, inner edge)
  - TECHNOLOGY** (bottom, inner edge)
  - COLLABORATION** (bottom left, inner edge)
  - PARTNERSHIPS** (left, inner edge)
  - KNOWLEDGE A** (left, inner edge)
  - KNOWLEDGE TAXONOMIES** (top left, inner edge)
  - TEAMS** (top left, inner edge)
  - OFFER OF EXPLICIT/IMPLICIT** (top left, inner edge)
  - COMMUNITIES OF PRACTICE** (top left, inner edge)
  - STORYTELLING** (top left, inner edge)
  - INTEREST** (top left, inner edge)
- The spiral path suggests a continuous, evolving process that integrates these various elements to inform the central decision-making process.

